



BRIEFING NOTE TO THE DEPUTY MINISTER

2019-21 Corporate Risk Profile

(For Approval)

PURPOSE

- Attached, for your approval, is Infrastructure Canada's (INFC's) 2019-21 Corporate Risk Profile (CRP) in English and French.

HIGHLIGHTS/KEY CONSIDERATIONS


- The 2019-21 CRP highlights the following four corporate risks:
 1. The current operating model may no longer serve the new and evolving needs of the organization and could impact INFC's ability to leverage its functional areas in stewardship.
 2. As INFC shifts from traditional output-based programs to outcome-oriented programs, a lack of outcome-oriented data could impact INFC's ability to understand and report on the difference investments are making and to address Canada's evolving infrastructure needs.
 3. INFC's ability to transition in its role from management of construction to long-term operation of a major transportation corridor could affect INFC's effective stewardship over federal assets.
 4. INFC's ability to support WDBA's transition from the procurement to construction phases of the Gordie Howe International Bridge project could lead to financial and reputational costs for the Government of Canada as sole funder of the project.
- The 2019-21 CRP includes:
 - improved risk descriptions based on input from all branches;
 - current status for all risk responses as provided by each branch; and
 - new annex for a table of abbreviations used in the CRP.
- The 2019-21 CRP reflects comments received from members of the Departmental Management Committee and the Departmental Audit Committee.


BACKGROUND

- INFC's *Integrated Risk and Opportunity Management Policy (2018)* states that the Department will review the CRP annually and update it at least every three years or when warranted as a result of: changes in the Department's mandate and/or strategic outcomes; its management and operational objectives; or, other significant factors such as changing economic, energy, security, political and environmental conditions that directly impact the department.
- The Department has conducted an environmental scan and department-wide consultations to update its list of risk and opportunity drivers. These drivers helped identify and define the four final departmental risks and were considered, along with the updated risk responses, as part of the Departmental Management Committee risk assessment exercise. Where required, additional risk responses were identified and included in the final CRP document.

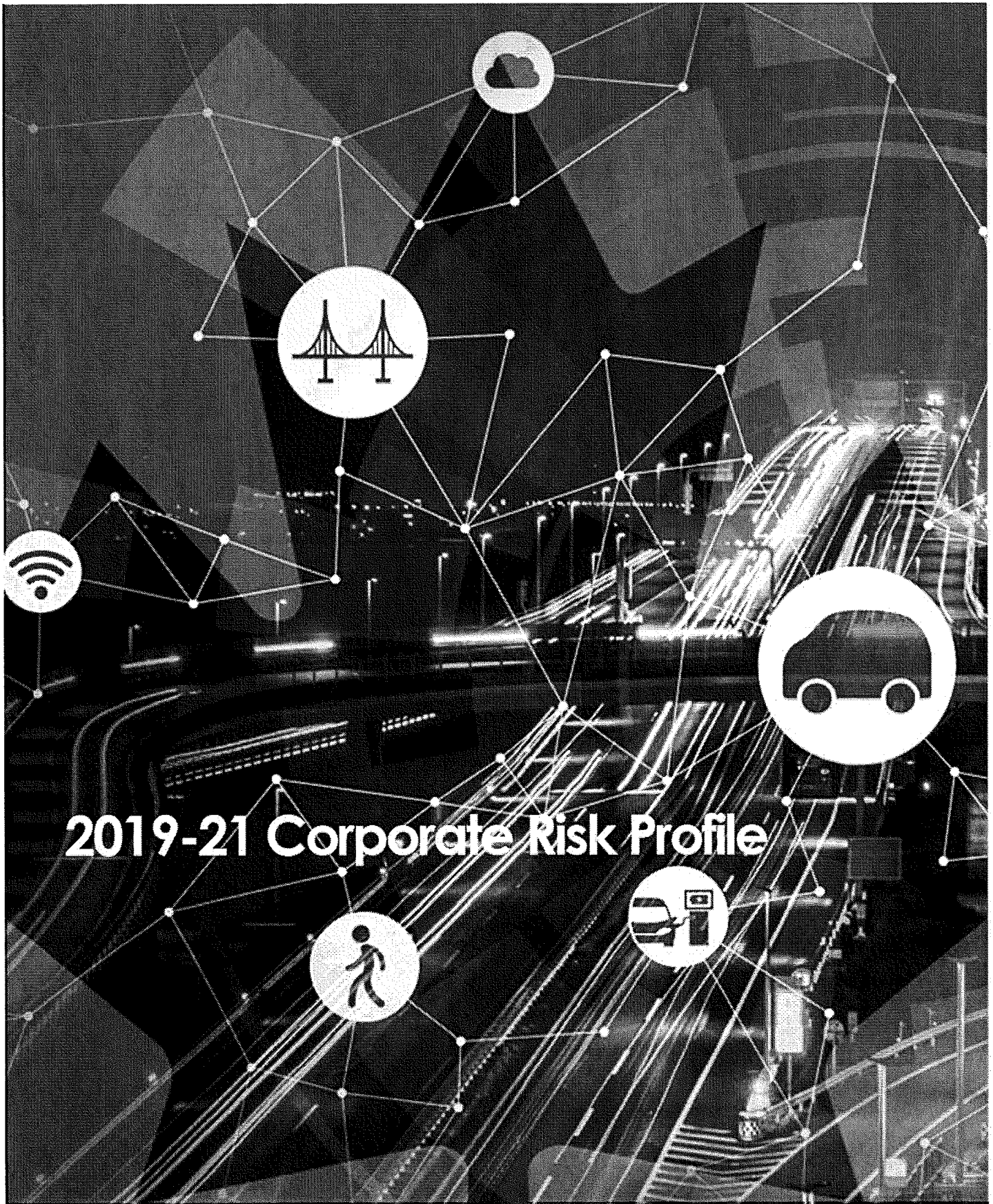
NEXT STEPS

- The approved 2019-21 CRP will be used as a key reference document in the corporate planning cycle.
- Once approved, the 2019-21 CRP will be posted on the INFRAnet's Risk and Opportunity Management sub-site to share the information with all employees.
- A communications notice will be prepared to inform employees that the 2019-21 CRP is available.


 Nathalie Bertrand
 Assistant Deputy Minister,
 Corporate Services

<input checked="" type="checkbox"/> I approve.  Kelly Gillis Deputy Minister Infrastructure and Communities	<input type="checkbox"/> I do not approve.	<input type="checkbox"/> For discussion.
		Date <u>May 11/19</u>

Attachment: 2019-21 Final CRP
 WebCIMS #: 51308



2019-21 Corporate Risk Profile

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EXECUTIVE SUMMARY

Risk management is a comprehensive and systematic approach to manage risks across the Department. Infrastructure Canada (INFC) has built a robust process for the development and update of its corporate risk profile (CRP) and for incorporating risk information within its corporate planning initiatives. This process includes consultation with each branch and the participation of the Departmental Management Committee (DMC). DMC participation demonstrates the key role of senior managers in the risk management process.

The Department has conducted an environmental scan and department-wide consultations to update its list of risk and opportunity drivers. These drivers helped identify and define the four final departmental risks and were considered, along with the updated risk responses, as part of the risk assessment exercise.

On May 11, 2019, the DM approved the 2019-21 CRP, which describes the Department's key risks and related responses and supports priority setting, strategic planning, and decision making. The four risks and overall rankings that were approved as part of this CRP are:

Risk Category ¹	Risk Ranking	Risk Statement
Governance and Management	1	The current operating model may no longer serve the new and evolving needs of the organization and could impact INFC's ability to leverage its functional areas in stewardship.
Program Design and Delivery	2	As INFC shifts from traditional output-based programs to outcome-oriented programs, a lack of outcome-oriented data could impact INFC's ability to understand and report on the difference investments are making and to address Canada's evolving infrastructure needs.
Major Capital Project Management	3	INFC's ability to transition in its role from management of construction to long-term operation of a major transportation corridor could affect INFC's effective stewardship over federal assets.
Major Capital Project Management	4	INFC's ability to support WDBA's transition from the procurement to construction phases of the Gordie Howe International Bridge project could lead to financial and reputational costs for the Government of Canada as sole funder of the project.

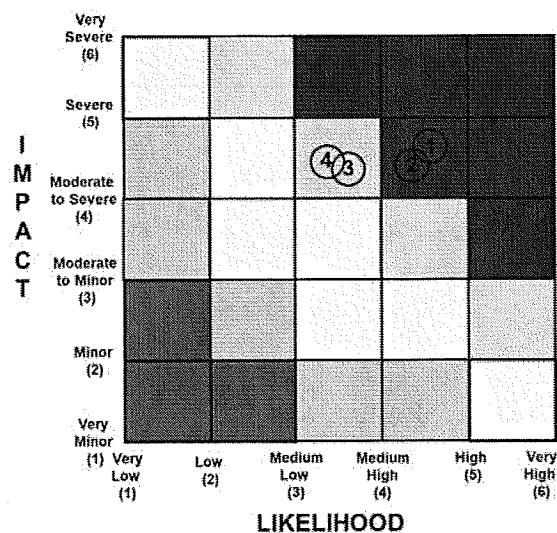
These four risks represent a change from the 2017 CRP as detailed in Annex C – Crosswalk Between the 2017 CRP and the 2019-21 CRP. In part, the changes reflect the successful implementation of risk responses that have reduced the risk exposure for all risks and in part by emerging risk drivers that require management attention. It is important to note that although some 2017-18 risks are not part of the 2019-21 CRP, they continue to be managed with ongoing risk responses.

¹ The risk categories are based on the INFC Risk Taxonomy.

The Department determined that it could tolerate the level of risk for each risk based on its confidence that current and planned risk responses will be sufficient to mitigate these risks by helping to prevent them from occurring or by managing them if they were to occur.

The implementation and effectiveness of the risk responses, and any significant changes in the risk environment, will be monitored and reported to the DMC and to the Departmental Audit Committee (DAC) as part of the integrated corporate planning and reporting cycles. Adjustments to the risk responses and the list of risks will be implemented as required.

INFC'S 2019-21 CORPORATE RISKS Residual Risks



1. OBJECTIVE

Infrastructure Canada (INFC) continues to ensure a thorough consultation on departmental risks across all branches by taking advantage of its governance structure. For the development of the 2019-21 corporate risk profile (CRP), input was received from each branch and reviewed and validated by the Departmental Management Committee (DMC). Further, INFC has established an integrated planning process that recognizes the contribution of the CRP in setting departmental priorities, and has enhanced linkages between corporate planning and the monitoring of the risk responses identified in the CRP. Indeed, INFC incorporates risk information within many of its corporate planning initiatives such as the Departmental Plan and the Integrated Business Plan.

Risk information is critical for planning.

The 2019-21 CRP informs INFC's DMC and staff on the departmental risks and related risk responses. It supports effective decision making and, ultimately, the achievement of the Department's mandate.

2. POLICY REQUIREMENTS

In compliance with the INFC Integrated Risk and Opportunity Management Policy (2018), the CRP is reviewed annually and updated at least every three years or when warranted as a result of significant changes in the risk and opportunity drivers affecting the Department that would be revealed during the annual update process of INFC's environmental scan. This may include changes to its mandate and/or priorities, its operational objectives and other significant factors such as changing economic, energy, security, political and environmental conditions that directly impact the Department.

INFC's Risk and Opportunity Management Website is a good source of information – including policy instruments and risk profiles – that help to better understand risk management.

In August 2018, INFC initiated the CRP update process to ensure that it reflects the most recent developments in its external environment as well as its internal operating environment. The 2019-21 CRP also reflects progress in the implementation of risk responses reported in the 2017 CRP.

3. METHODOLOGY

The approach used for the 2019-21 CRP primarily focused on the review and update of risk and opportunity drivers and the outcome from the implementation of risk responses identified in the 2017 CRP and their impact on individual risks. This led to the identification and assessment of risks affecting the Department's ability to achieve its mandate and priorities.

The main stages for the development of the 2019-21 CRP are described in **Annex A**.

4. DEPARTMENTAL RISK APPETITE

Risk appetite addresses the limits on how much risk an organization is prepared to accept, tolerate, or be exposed to at any point of time.

Although not stated explicitly in a risk appetite statement, the Department's risk appetite is expressed through such instruments as its policies, governance structure, internal controls, processes, values and ethics code and program parameters. Together, they:

- Set boundaries for business activities and behaviours;
- Communicate senior management's attitude towards risk to promote a risk aware culture;
- Help develop a framework for risk decision-making to ensure an appropriate balance between risk taking and risk aversion;
- Improve the distribution of resources by prioritizing efforts to higher priority issues; and
- Align strategic goals and operational activities.

5. ENVIRONMENTAL SCAN - HIGHLIGHTS

The **initial environmental scan (e-scan)** was created using:

- The 2017 final e-scan;
- Publications on risk trends such as the World Economic Forum's Global Risks Report 2018 and the Conference Board of Canada's Leading through Risk, Disruption and Transformation for the United States and for Europe;
- Media reports and articles;
- Departmental reports such as the 2018-19 Integrated Business Plan, the 2018-19 Department Plan and the 2017 Corporate Risk Profile; and
- Project Review Panel discussions.

The **content was refined** with input from all branches. **Annex B** provides the detailed e-scan.

The **number of significant risk/opportunity drivers** increased from 28 in the 2017 final e-scan to 31 in the 2019-21 final e-scan. The change reflects:

- the removal of one internal driver that no longer applies: i.e. increasing use of social media and advancements in digital communications platforms;
- the addition of drivers: i.e. three external drivers: labour unrest; challenges in urban planning; and critical information infrastructure breakdown, cyber-attacks, and data fraud or theft; and one internal driver: departmental structure and classification groups and levels.

The analysis of the e-scan results revealed that similar **risk implications** appeared under several of the 31 drivers:

Main Type of Risk Implication	Number of Drivers With Risk Implication
Capacity and resources	13
Program delivery and stakeholder relationships	10
Bridges (project management)	6
Information technology	4
Processes	3
Reporting	2

Interconnected Risk Drivers: Under the external environment scan, Economic drivers (such as global economic uncertainty and fluctuating exchange rate) could reduce the number and scope of projects funded through INFC programs. Such a consequence may be further aggravated when considering Political drivers (such as the challenge to agreeing on F/P/T/M priorities and inadequate stakeholder engagement and collaboration). Further, Environmental drivers may place additional pressures on INFC to enhance or top up programs such as the Disaster Mitigation and Adaptation Fund or create new funds to address environmental challenges.

Climate Change: In consideration of a recommendation made in the Commissioner of the Environment and Sustainable Development (CESD) Audit of Adapting to the Impacts of Climate Change, the environmental scan has been included as part of the Corporate Risk Profile since 2017. It includes, as in past environmental scans, a specific reference to climate change and extreme weather events as risk drivers.

Although a direct impact from climate change is not expected to affect INFC's operations, INFC is committed to addressing climate change challenges and to working with provincial, territorial, municipal, and Indigenous partners on this important issue.

As part of the more than \$180 billion Investing in Canada plan, INFC will deliver \$33 billion in federal infrastructure investments, of which \$9.2 billion will support green infrastructure projects under bilateral agreements. Moving forward, climate change impacts will be considered for certain projects under Infrastructure Canada funding programs. In 2017-18, INFC launched the \$2 billion Disaster Mitigation and Adaptation Fund. This program provides funding for large-scale infrastructure projects that help communities adapt to a changing climate while mitigating the impacts of future natural disasters. Over \$20.1 billion will be invested in public transit projects that will help reduce traffic congestion and air pollution across the country. Finally, INFC has also partnered with the Federation of Canadian Municipalities (FCM) to deliver the Municipalities for Climate Innovations Program. This five-year, \$75-million program helps municipalities reduce greenhouse gas emissions and adapt to climate change.

6. SUMMARY OF THE RISK RANKINGS AND RESIDUAL RISK PLACEMENTS

Table 1 shows the risk ranking based on the DMC risk assessment session conducted in January 2019.

Risk Category ²	Risk Ranking	Risk Statement
Governance and Management	1	The current operating model may no longer serve the new and evolving needs of the organization and could impact INFC's ability to leverage its functional areas in stewardship.
Program Design and Delivery	2	As INFC shifts from traditional output-based programs to outcome-oriented programs, a lack of outcome-oriented data could impact INFC's ability to understand and report on the difference investments are making and to address Canada's evolving infrastructure needs.
Major Capital Project Management	3	INFC's ability to transition in its role from management of construction to long-term operation of a major transportation corridor could affect INFC's effective stewardship over federal assets.
Major Capital Project Management	4	INFC's ability to support WDBA's transition from the procurement to construction phases of the Gordie Howe International Bridge project could lead to financial and reputational costs for the Government of Canada as sole funder of the project.

Table 1 – Risk Ranking and 2019-21 Risk Statements

² The risk categories are based on the INFC Risk Taxonomy.

Figure 1 displays the relative positions of the residual risks in terms of their likelihood and their impact on the Department's objectives. "Residual risks" can be defined as the risks remaining once the risk responses to mitigate those risks have been implemented. Section 8 – Departmental Risks and Responses – provides additional information on each risk including risk drivers, consequences if a risk occurs, existing control mechanisms and additional risk responses as well as an overall analysis of the risk. For reference purposes, Annex C highlights the rationale for changes in risk statements that have occurred to the list of departmental risks between the 2017 CRP and the 2019-21 CRP.

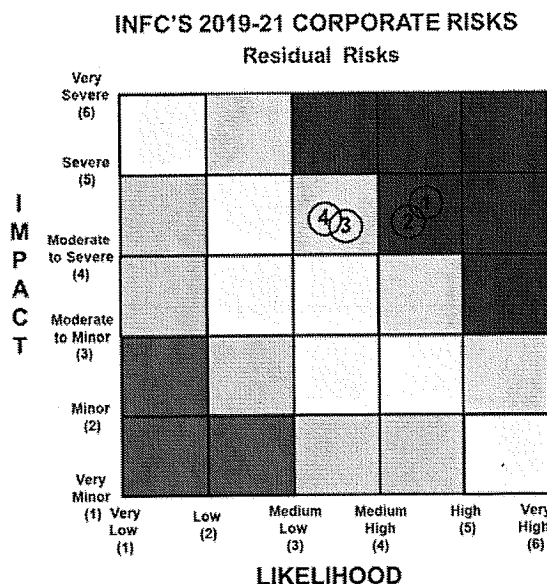


Figure 1 - Residual Risk Placements

7. RISK TOLERANCE

Risk tolerance is defined as the willingness of the organization to accept or reject a given level of residual risk (exposure). It influences the amount of risk response efforts, including allocated resources, to implement mitigation measures on risk threats or to explore risk opportunities.

Following the comprehensive and inclusive CRP process applied in the identification and assessment of significant departmental risks and in reviewing current risk responses, the DMC concluded that the Department could tolerate the existing level of each risk. This conclusion was derived from the fact that the risk responses (existing and new) were deemed adequate to manage the residual risks. It also recognized that, in some cases, the potential occurrence of the risk lays primarily outside the Department's control.

8. DEPARTMENTAL RISKS AND RESPONSES

DEPARTMENTAL RISKS

A risk is the effect of uncertainty on objectives. It is the expression of the likelihood and impact of an event with the potential to affect the achievement of an organization's objectives. Risks are possibilities that have not yet happened. If an event has already occurred, it is considered an issue or problem and, thus, not a risk. As such, it is not included in the corporate risk profile.

This section describes the four key corporate risks in terms of their:

- **Risk category:** The risk category is based on the INFC Risk Taxonomy.
- **Risk statement:** Statements specify the risk and at least one significant consequence as recommended in the TBS Guide to Risk Statementsⁱⁱ.

ⁱⁱ TBS Guide to Risk Statements: <http://infranet.ad.infrastructure.gc.ca/cs-sm/rm-gr/docs/contributor-docs/TBSGuidetoRiskStatements.pdf>

- **Risk description:** The purpose is to increase the reader's understanding of the risk by identifying some key risk drivers and, where appropriate, suggesting a focus for the risk responses.
- **Opportunities:** The purpose is to suggest opportunities that can arise from uncertainties presented by drivers identified in the e-scan.
- **Risk lead:** The departmental position that is best placed to address a particular risk.
- **Residual risk heat map:** Displays the risk placement based on the 2019 DMC risk assessment session. Annex E presents the rating scale used to assess each of the four risks.

Annex D provides details for each risks on the related:

- **Risk drivers:** Identifies some key external and internal drivers that can lead to uncertainty in the achievement of the departmental mandate and objectives.
- **Potential consequences:** Describes the potential impact should the risk occur.

RISK RESPONSES

Although the risk lead is deemed to be in the best position to speak to a particular risk, it is recognized that the development and implementation of risk responses are the responsibility of the Department's management team. Consequently, risk responses for a specific risk may belong to different areas of the Department. This ensures that each branch has an opportunity to contribute to the management of all risks. Finally, the Chief Risk Officer (CRO) is responsible for monitoring and reporting on progress made with the risk responses.

Risk responses are applied to realize opportunities and mitigate risks.

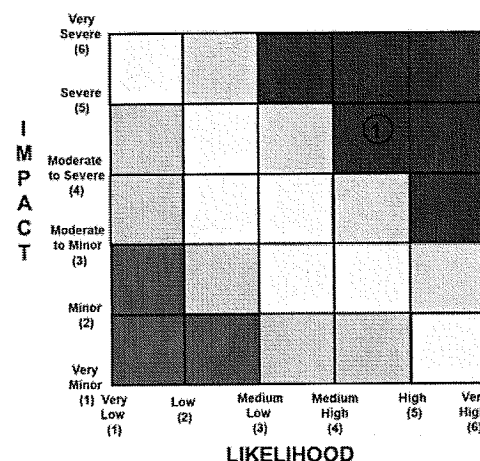
The frequency for reporting on progress achieved has changed to align to the Departmental Audit Committee (DAC) meetings. Although INFC used to report approximately 9 months after the CRP approval, this was shortened to 6 months in 2018 in order to present a Risk Dashboard to the DAC. The Risk Dashboard allows the CRO to report to DMC and DAC on progress achieved in the implementation of risk responses, resulting changes to risk exposure and the identification of potential emerging drivers.

Risk #1: Operating Model That Serves the Needs of the Organization**Risk Category: Governance and Management**

Risk statement: The current operating model may no longer serve the new and evolving needs of the organization and could impact INFC's ability to leverage its functional areas in stewardship.

Risk Lead
ADM CSB

Description: INFC's internal governance and its financial and human resources continue to reflect the traditional federal role in the infrastructure domain; i.e. a collection of time-limited funding programs, with the exception of the Gas Tax Fund, running in parallel. Despite INFC's establishment as a standalone department, with complex, long-term responsibilities for policy development and whole-of-government reporting on \$188 billion in infrastructure investments, the Department's operating model has yet to evolve into that of a mature line department. As expectations for INFC continue to expand, there is a risk that remaining with the current model, which is linked to declining resources in the near term, may negatively impact INFC's efficiency, effectiveness and ability to achieve strategic objectives.



Opportunities: Development of a new operating model could provide opportunities for INFC to address its capacity and capability challenges; attract and retain the right mix of skilled human resources; and improve overall efficiency through maturation of business processes and practices.

2019-21 RISK RESPONSES			
RISK 1 - OPERATING MODEL THAT SERVES THE NEEDS OF THE ORGANIZATION			
Risk Responses	OPI	Implementation Status	Timeframe
Develop a short-term bridge funding proposal to maintain current operations for 2019-20 and 2020-21.	ADM CSB	This would enable INFC to defer planned resource reductions in its current funding model, thereby maintaining its 2018-19 operating tempo while developing a robust, long-term resourcing strategy for government consideration before the end of the fiscal year.	February-May 2019
Develop a long-term resource strategy (LTRS) to evolve INFC'S operating model for 2020 and beyond.	ADM CSB	A long-term resourcing strategy, which may include amended operating and funding models for INFC, will be advanced for government decision. The strategy would aim to improve INFC's effectiveness and efficiency by bringing its resourcing, governance and operations more closely into line with the needs of its evolving mandate.	May 2019-June 2020

2019-21 RISK RESPONSES			
RISK 1 - OPERATING MODEL THAT SERVES THE NEEDS OF THE ORGANIZATION			
Support short and medium term operations while transitioning to longer-term planning model.	ADM CSB	INFC is adding capacity to allow for greater collective staffing and inventory processes, in view of ensuring ongoing and just-in-time talent pools.	Ongoing
As part of business planning, conduct a review of priority investments against the business objectives of the Department and realign resources as required.	ADM CSB	A March presentation to DMC highlighted the IMIT-enabled priorities, followed by the DM approving the IMIT plan for the Department. The approval of the Investment Plan will contribute to setting direction on business priorities.	April 2019
In line with the outcomes of the LTRS, conduct a review of the business activities and seek opportunities to better align the work flows and data to find efficiencies.	ADM CSB	A departmental transition team will conduct a business architecture review and make recommendations on where to streamline/invest.	October 2019
Include in the 2019-20 to 2023-24 Integrated Audit and Evaluation Plan (IAEP) a combined audit and evaluation on the long-term departmental health.	CAE	A combined audit and evaluation on the long-term departmental health is included in the draft 2019-20 to 2023-24 IAEP.	2023-24

Risk #2: Understanding and Reporting on Difference Investments Make**Risk Category: Program design and delivery**

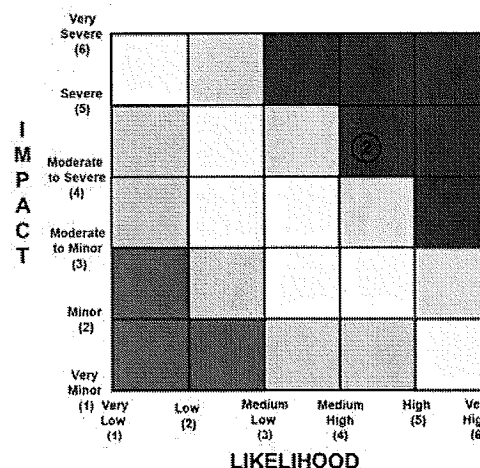
Risk statement: As INFC shifts from traditional output-based programs to outcome-oriented programs, a lack of outcome-oriented data could impact INFC's ability to understand and report on the difference investments are making and to address Canada's evolving infrastructure needs.

Risk Leads
ADM POB
&
ADM PRB

Description: Traditional output-based contribution programs are being replaced by outcome-oriented programs, which require robust data collection and analysis and a reliance on third-party data, over their duration to ensure outcomes are being met and to measure program effectiveness.

If data needs, including the ability to assess results, are not properly addressed, this could limit INFC's ability to understand and report on the difference investments are making, report on progress on targets, address Canada's evolving infrastructure needs and to assure recipient compliance with terms and conditions of INFC programs.


Opportunities: Tracking outcomes from existing programs will improve INFC's ability to advise on the design of new or modifications to existing INFC policies and programs resulting in the development of sound strategies to address Canada's evolving infrastructure needs.



EXISTING RISK RESPONSES			
RISK 2 – UNDERSTANDING AND REPORTING ON DIFFERENCE INVESTMENTS MAKE			
Risk Responses	OPI	Implementation Status	Timeframe
Develop a robust results and performance measurement strategy that allows for meaningful reporting to Cabinet and Canadians.	ADM PRB ADM POB ADM CSB	CSB - The Departmental Results Report (DRR) is based on robust measures which are defined and tracked. The outcome of those measures is presented as part of the DRR annually. PRB - As the lead department responsible for reporting on the Plan, INFC works with other government departments (OGDs) to refine and report on the outcomes and indicators outlined in the Investing in Canada plan (IICP) Charter, as well as develop the data strategies required to support reporting on the Plan. A Progress Report is due in May 2019.	Ongoing

EXISTING RISK RESPONSES			
RISK 2 – UNDERSTANDING AND REPORTING ON DIFFERENCE INVESTMENTS MAKE			
		<p>In December 2017, INFC launched a new public reporting tool for the IICP – the Investing in Canada plan project map. The map is updated monthly with new projects being delivered by all implementing departments.</p> <p>INFC provides updates to the infrastructure related mandate commitments on the Privy Council Office's (PCO) Canada.ca/results website.</p> <p>INFC also reports on the implementation status of its programs online and contributes project data to the open data portal.</p> <p>INFC produces a table hosted on its website depicting results of investments made by all departments under the IICP.</p> <p>POB - With the increased focus on performance and results, POB developed a performance measurement strategy (PMS) to track implementation for the IICP: Phase 1 programs. The PMS was adapted to the Performance Information Profiles (PIP) format in Fall 2017. [REDACTED]</p> <p>[REDACTED] Results will be collected through data from provinces and territories (PT) as well as through third-party sources (including several federal sources) allowing for meaningful reporting to Canadians.</p>	
Ensure engagement and support from recipients/partners and stakeholders for measurable performance indicators.	ADM PRB ADM POB	<p>PRB - INFC works with federal and external partners for reporting on the IICP. This work is ongoing as the Plan continues to be delivered.</p> <ul style="list-style-type: none"> A federal director general (DG)-level working group has been established to ensure performance indicators are in place to manage reporting on all programs within the scope of the Investing in Canada plan. A Federal-Provincial-Territorial (FPT) working group on data and results has also been established to discuss issues related to performance indicators. 	Ongoing

EXISTING RISK RESPONSES			
RISK 2 – UNDERSTANDING AND REPORTING ON DIFFERENCE INVESTMENTS MAKE			
		<p>POB – Integrated Bilateral Agreements (IBAs) have been signed with all PTs and data for reporting on immediate outcomes is being provided through project application. Work is required to fully develop data sources for intermediate and ultimate outcomes, to ensure utility and quality of INFC's key source of planned data (Canada's Core Public Infrastructure (CCPI)) addresses PTs expectations. Further work is required to flesh out missing sources of data (surveys, micronarratives) for several other intermediate and ultimate outcomes.</p>	
Increase internal capacity, provide training, and address tools to improve results reporting.	<p>ADM POB</p> <p>ADM CSB</p>	<p>POB – The branch has hired additional capacity and expertise specializing in performance measurement and results to assist in the development of the outcomes-based approach, performance measurement strategy and results framework for the Investing in Canada Infrastructure Program (ICIP).</p> <p>CSB – INFC is increasing emphasis on targeted recruitment based on skills necessary to succeed while continuing to develop the internal capacity by refining the identification of learning needs across the organization, which will feed into the development of training solutions. This will ensure that employees have the skills required to meet evolving program requirements. In parallel, training for POB analysts is being developed. A review of the skillsets within IMIT is also planned to understand and respond to any technical gaps to support the toolsets.</p>	Ongoing
Create partnership with Statistics Canada and industry stakeholders (ex: Canadian Urban Transit Association (CUTA) and FCM) to improve data collection to ensure alignment of performance indicators for program, policy, and corporate reporting needs.	ADM PRB	<p>INFC and Statistics Canada (STC) have worked together with stakeholders such as CUTA and FCM to develop Canada's Core Public Infrastructure (CCPI) survey, establishing a comprehensive baseline of 2016 infrastructure data. The data, released in fall 2018 on STC's website, provides Canadians with information on the stock, condition, performance and asset management strategies of core public infrastructure assets owned or leased by provinces, territories and municipalities. Work on improving the</p>	Long term data collection (2018-2026)

EXISTING RISK RESPONSES			
RISK 2 – UNDERSTANDING AND REPORTING ON DIFFERENCE INVESTMENTS MAKE			
		<p>survey, including incorporating feedback from provinces and territories, is underway.</p>  <p>INFC and STC have also worked together to develop the Infrastructure Economic Account (INFEA) to measure the economic contribution of the construction of infrastructure.</p>	
Expand knowledge of link between infrastructure and long-term economic growth.	ADM PRB	<p>As part of its research agenda, the department will conduct and/or procure research to better understand the links between investments in infrastructure and economic growth.</p> <p>PRB is leading the development of a comprehensive data strategy for the department, which will outline the department's plan for maximizing its use of data as an asset and consider the resources – people, tools and governance – that will facilitate this strategy.</p>	Ongoing
Improve program-level performance measurement data.	ADM CSB	<p>The Departmental Results Framework (DRF), approved in October 2017, streamlines INFC's reporting approach and simplifies the way we tell our performance story. It is supported by a series of departmental results indicators and was used for the first time in the 2018-19 Departmental Plan.</p> <p>The Head of Performance Measurement is initiating a process to improve program-level performance measurement data (found in the "Performance Information Profiles").</p>	Ongoing
Include in the 2019-20 IAEP a number of engagements with elements of performance measurement in their scope.	CAE	A number of engagements are included in the 2019-20 IAEP that will include elements of performance measurement in their scope; e.g. IBA audit: 2019-20; Smart Cities Challenge combined audit and evaluation 2020-21, combined audit and evaluation on data and research 2022-23.	2019-2023

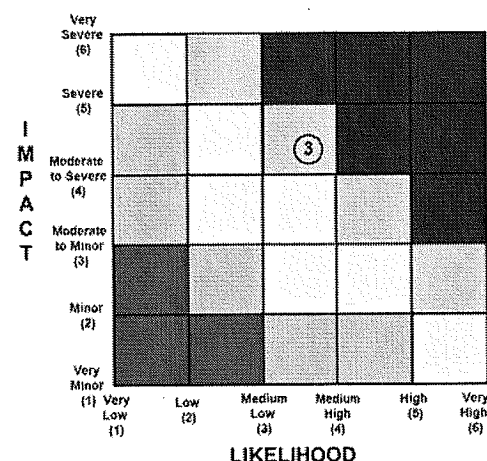
Risk #3: Transition from Construction to Long-Term Operation of the SDCB**Risk Category: Major capital project management**

Risk statement: INFC's ability to transition in its role from management of construction to long-term operation of a major transportation corridor could affect INFC's effective stewardship over federal assets.

Risk Lead
ADM POB

Description: The Samuel De Champlain Bridge (SDCB) is to enter into service in mid-2019, shifting INFC's role from management of construction to long term operation of a major transportation corridor. This will include balancing a healthy relationship with the P3 partner while protecting Canada's interest through enforcement of the agreement's terms. Any major barrier to navigating this transition could affect partnerships and INFC's ability to demonstrate its effective stewardship over federal assets.

Opportunities: INFC can demonstrate effective stewardship over federal assets and sound collaboration with partners. There is also an opportunity to highlight the ability to capitalize on a network of P3 practitioners in the federal government to harness leading practices and lesson learned to help in mitigating risk as the two bridge projects transition to new phases.



EXISTING RISK RESPONSES			
RISK 3 - TRANSITION FROM CONSTRUCTION TO LONG-TERM OPERATION OF THE SDCB			
Risk Responses	OPI	Implementation Status	Timeframe
Monitor the project to ensure that the Private Partner conducts the construction-work as agreed under the terms of the Project Agreement, in order to ensure the earliest opening date possible for the Samuel De Champlain Bridge and the timely completion of the remainder of the corridor as well as outstanding deficiencies.	DG-MB	Construction of the Samuel De Champlain Bridge is well advanced. Opening of the bridge is planned for June 2019. Construction on the rest of the corridor is also progressing well. One structure in the corridor, the Nuns' Island Bridge, opened in November 2018, ahead of schedule.	Ongoing
The right team in place to ensure the effective operations, maintenance and rehabilitation of the corridor as per the terms of the Project Agreement.	DG-MB	Funding for project team has been obtained to March 31, 2021. Human Resource plan for transition period to retain necessary skills being developed. Options for long-term governance are being developed and assessed to inform a government decision.	Ongoing

EXISTING RISK RESPONSES			
RISK 3 - TRANSITION FROM CONSTRUCTION TO LONG-TERM OPERATION OF THE SDCB			
Risk Responses	OPI	Implementation Status	Timeframe
		Strategic Operation, Maintenance and Rehabilitation (OMR) Plan and OMR Audit Plan being developed to effectively manage OMR activities and inform resource requirements.	
Continued collaboration and communications with stakeholders and the public to ensure that the infrastructure is opened to traffic with minimal disruption and that interfaces with other projects are effectively managed.	DG-MB	<p>Close ongoing collaboration with Mobility Montreal and The Jacques Cartier and Champlain Bridges Incorporated (JCCBI) to successfully transition from old to new bridge.</p> <p>Collaboration with Caisse de dépôt et placement du Québec (CDPQ) Infra and JCCBI to manage interfaces with Réseau express métropolitain (REM) and Champlain Bridge deconstruction projects.</p> <p>Negotiation of agreements with CDPQ Infra and other levels of government to establish formal framework for managing project interfaces.</p>	Ongoing
A strong federal governance structure.	DG-MB	A strong federal governance structure, including a Deputy Ministers Governance Committee and an Assistant Deputy Ministers Steering Committee (New Champlain Bridge Corridor (NCBC only)), has also been put in place to ensure that issues are discussed and decisions taken in a timely manner.	Ongoing
Conduct audit and evaluation.	CAE	The 2019-20 draft IAEP includes both an audit and an evaluation of the new bridge for the St. Lawrence (NBSL).	2021-22

Risk #4: WDBA's Transition from the Procurement to Construction Phases of the GHIB

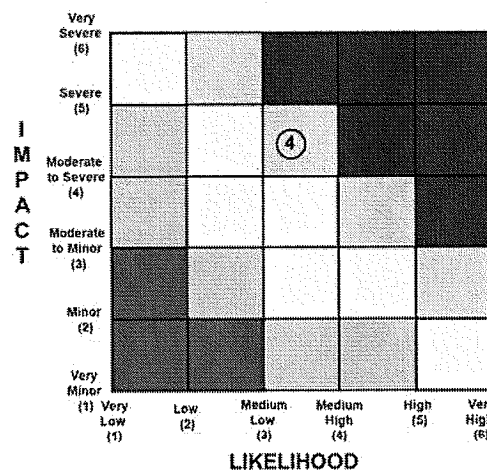
Risk Category: Major capital project management

Risk statement: INFC's ability to support WDBA's transition from the procurement to construction phases of the Gordie Howe International Bridge project could lead to financial and reputational costs for the Government of Canada as sole funder of the project.


Risk Lead
ADM POB

Description: The Government of Canada is the sole funder of the Gordie Howe International Bridge (GHIB) project and the Windsor-Detroit Bridge Authority (WDBA) operates under the overall responsibility of the Minister of Infrastructure and Communities. As such, INFC plays a key role supporting WDBA's management and oversight of the contract with the private partner. It requires the Department to foster positive collaboration with WDBA and maintain sufficient visibility on project developments to perform due diligence and effectively advise the Minister, senior management and project governance.

Opportunities: INFC can show leadership through collaborative work with partners and stakeholders that would contribute to the timely construction of this major international crossing. There is also an opportunity to highlight the ability to capitalize on a network of P3 practitioners in the federal government to harness leading practices and lesson learned to help in mitigating risk as the two bridge projects transition to new phases.



EXISTING RISK RESPONSES			
RISK 4 – WDBA'S TRANSITION FROM THE PROCUREMENT TO CONSTRUCTION PHASES OF THE GHIB			
Risk Responses	OPI	Implementation Status	Timeframe
Provide necessary support to the WDBA, including lessons learned from the Office of the Auditor General (OAG) audit on the Samuel De Champlain Bridge.	DG-MB	Held session in November 2018 between WDBA and Champlain team to discuss best practices and lessons learned, including lessons from the OAG audit. Further sessions are being planned.	Ongoing
Encourage the WDBA to increase capacity in order to effectively manage risks, support effective project governance, and deliver on their mandate to manage the project in a timely and cost effective manner.	DG-MB	WDBA is in the process of hiring additional staff to increase capacity in a number of areas, including project oversight, governance, audit preparation and stakeholder relations. INFC continues to encourage WDBA to complete internal needs assessments and benchmarking activities in order to	Ongoing

EXISTING RISK RESPONSES			
RISK 4 – WDBA'S TRANSITION FROM THE PROCUREMENT TO CONSTRUCTION PHASES OF THE GHIB			
Risk Responses	OPI	Implementation Status	Timeframe
		determine what additional resources may be needed moving forward in the project's construction phase to deliver on their objectives and effectively mitigate risks.	
Enable the WDBA to fully deliver on its mandate by ensuring all approvals and appropriate authorities are secured, timely access to necessary funding, all WDBA Board and International Authority GiC appointees are in place, and government to government relations are maintained to ensure continued project support.	DG-MB	 <p>All WDBA Board members in place.</p> <p>INFC coordinated the appointment process to fill a vacancy for a member of the project's "International Authority" as required by the Canada-Michigan Crossing Agreement.</p>	Ongoing
Continued focus on establishing and maintaining interdepartmental project Advocacy network to support project progress and mitigate risks associated with opponent efforts to delay or halt the project.	DG-MB	INFC promoting collaboration with interdepartmental partners by holding regular communication coordination calls with WDBA, and bi-weekly coordination calls with Advocacy network, including representatives from Global Affairs Canada, Canada's Consulate General in Detroit and Canada's Embassy in Washington, D.C.	Ongoing
Leveraging the Advocacy network to broaden and amplify the sharing of fact based information (including project benefits, timelines, etc.) with project stakeholders and key influencers to protect Canada's interests and the end-users' interests in the Gordie Howe International Bridge project.	DG-MB	INFC is leading the interdepartmental Advocacy network with representatives from Global Affairs Canada, Canada's Consulate General in Detroit and Canada's Embassy in Washington, D.C., to ensure project information is shared and distributed/amplified throughout the network to support project advocacy objectives.	Ongoing

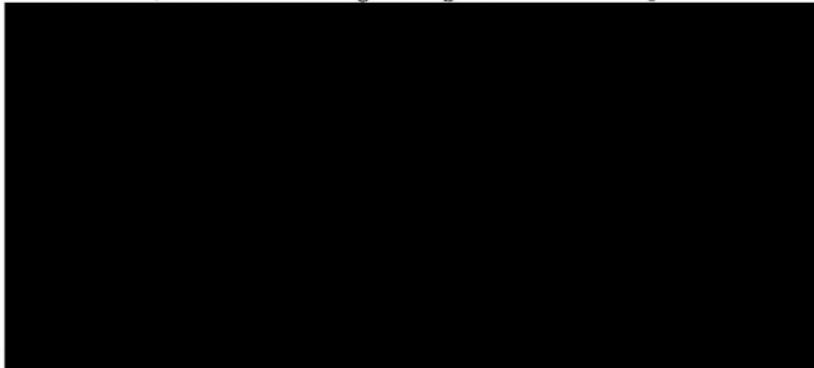
ANNEX A – 2019-21 CRP PROCESS

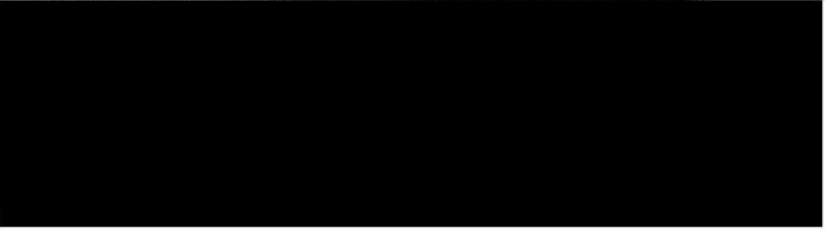
These are the main stages for the development of the 2019-21 CRP:

1. **Environmental Scan:** An update to the Department's environmental scan was conducted in summer 2018 that included department-wide consultations. It identified new challenges and opportunities, as well as external and internal risk drivers that could potentially impact the Department's ability to achieve its mandate. Each branch reviewed the initial e-scan which was subsequently reviewed and validated by the DMC.
2. **Update of risk responses and review of other sources of risk information:** Branches' representatives were required to report on the progress and effectiveness of the risk responses that were identified in the 2017 CRP. This was conducted in the June-July period and a Risk Dashboard outlining the results was presented to the Departmental Audit Committee in August and November of 2018.
3. **Risk identification:** The identification of the initial 2019-21 CRP risks was based on the 2017 CRP list of risks and on the 2019-21 environmental scan. Considerations in the identification of corporate risks include operational risks which demonstrated horizontality (significant risk that is common to most branches) and materiality (a significant branch risk that has a direct impact on the achievement of the departmental mandate). Following input from all branches, four risks were presented at a December Operations meeting (DM and ADM meeting) for their review.
4. **Risk assessment:** After the December Operations meeting, consultations with senior management lead to six risks being presented at the January 2019 DMC risk assessment session. Risk statements were discussed and risks assessed by twenty participants at DM, ADM and DG level. Agreement as to the meaning of each risk was reached prior to formal voting on likelihood and impact. Finally, overall risk placement was reviewed and concurrence reached as to their reasonableness.
5. **New risk responses:** In the final step of the 2019-21 CRP review process, each branch had the opportunity to identify additional risk responses as required.
6. **2019-21 CRP approval and risk tolerance statement:** The 2019-21 CRP was approved by the DM on May 11, 2019. This approval confirms senior management's agreement with the four corporate risks, the risk assessment results, and risk responses. As part of this final approval process, DMC also stated its tolerance for the four risks.
7. **Communication of the 2019-21 CRP:** An announcement, published on the Department's INFRAnet, informed employees of the approval of the 2019-21 CRP and encouraged them to become familiar with its content. The 2019-21 CRP is posted on the INFRAnet's Risk and Opportunity Management sub site for easy access by all employees.

ANNEX B – ENVIRONMENTAL SCAN - DETAILS

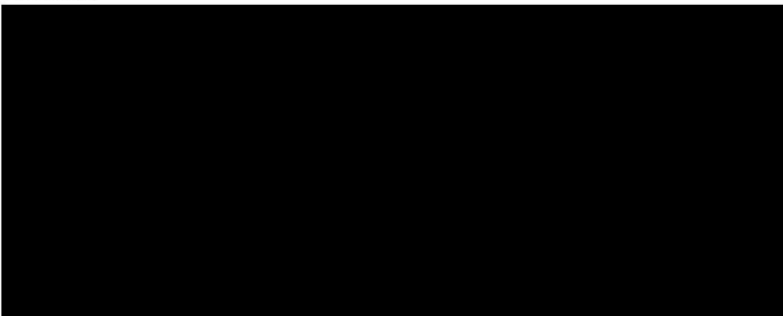
1. There are two tables – External Environment and Internal Environment.
 - a. The External Environment focuses on threats and opportunities originating from outside the Department. Drivers are classified under specific themes; i.e. social, technology, economic, environment and political.
 - b. The Internal Environment focuses on weaknesses and strengths originating from inside the Department. Drivers are classified under specific themes; i.e. financial resources, human resources, technology, culture and processes.
2. Information is presented under four headings:
 - a. **Drivers:** These identify specific areas of uncertainty that could impact the Department's ability to achieve its mandate in the next three years. Drivers can have a negative and/or positive impact on the Department.
 - b. **Threats and Opportunities** (for External Environment) or **Weaknesses and Strengths** (for Internal Environment): These describe potential impacts a driver may have.
 - c. **Implications:** Risk and/or policy implications, to the Department, are described.



External Environment		
Drivers	Threats and Opportunities	Implications
Theme: Societal		
<p>Canada's aging population whereby Canada's workforce as a percentage of its total population will shrink and will be required to support a much larger cohort of retired individuals, placing a strain on Canada's finances.</p>	<p>Threats:</p> <ul style="list-style-type: none"> A growing demand for infrastructure projects focused on providing care and services to the elderly will require expertise in a field that is currently not available in the Department. The potential for increased number of retirements, across government could lead to competition for resources resulting in difficulty in recruitment, pose a challenge of retaining and growing key expertise, accessing talent in specialized fields and maintaining corporate knowledge within the Department. Rising of urban population vs. declining of rural population may affect INFC programs design. <p>Opportunities:</p> <ul style="list-style-type: none"> New funding program design opportunities that focus on infrastructure that supports Canada's aging population and smaller workforce capacity (e.g., automation/artificial intelligence). 	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> Failure to find ways to preserve corporate knowledge and to recruit and develop expertise in current and potentially new program areas could lead to policy development and program delivery challenges. <u>Policy implication:</u> Could explore new funding program opportunity focused on infrastructure that supports Canada's aging population.
<p>Government's renewal and rebuilding of relationships with Indigenous Peoples.</p>	<p>Threats:</p> <ul style="list-style-type: none"> Unknown impact on INFC's funding program design, models and formulas, as well as existing Aboriginal consultation processes. 	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> Agreements' terms and conditions may not be applicable or suitable to the realities of many Indigenous communities. May not consistently apply terms and conditions to Indigenous-related projects. May not have enough resources to support this work or new responsibilities. <u>Policy implication:</u>

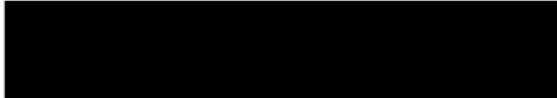
External Environment		
Drivers	Threats and Opportunities	Implications
	 <p>Opportunities:</p> <ul style="list-style-type: none"> • New infrastructure programs and funding, if designed in consultation with Indigenous communities, could present new opportunities to address priorities of Indigenous communities. • INFC could show leadership by ensuring earlier, broader, and meaningful engagement with Indigenous government, communities, and groups, potentially avoiding issues/delays from arising later on, and ensuring programs address their unique infrastructure needs. 	<p>Consider how INFC, through its programs, can support this federal initiative.</p> <p>Consider challenges presented by PT allocation formula for addressing priorities of Indigenous communities.</p>
Labour Unrest	<p>Threats:</p> <ul style="list-style-type: none"> • Disruption at construction sites leading to delays in completing projects including major bridge projects. • Potential for strikes in the public service as most collective agreements are expiring within the next year. • Phoenix issues persist causing a distraction to employees as well as affecting recruiting of new hires. 	<ul style="list-style-type: none"> • <u>Departmental Risk Implication:</u> <p>Delays in delivering New Champlain Bridge. Employees distracted with addressing pay issues and potential strike actions.</p> <p>Prospective candidates avoiding the public service affecting staffing levels.</p>
Challenges in Urban Planning	<p>Threats:</p> <ul style="list-style-type: none"> • Undermine benefits that could be achieved from INFC funding programs. • Different populations (e.g., women, youth, people with disabilities, Indigenous peoples, recent immigrants) may not experience full benefit of new investments. 	<ul style="list-style-type: none"> • <u>Departmental Risk Implication:</u> Value/Benefits of infrastructure programs not fully achieved. • <u>Policy implication:</u>

External Environment		
Drivers	Threats and Opportunities	Implications
	Opportunities: <ul style="list-style-type: none"> Promote value of INFC programs that seek to build prosperous, inclusive and sustainable cities. Given the breadth and complexity of urban issues, INFC can reinforce the strong connections to national objectives and for a renewed federal role and concerted federal effort to consider and address urban issues. 	The new data/research role will help provide data to improve urban planning (and ideally reduce the occurrence failures).
Theme: Technological (Technology, Science and Innovation)		
Technology advancements in transportation and other infrastructure.	Threats: <ul style="list-style-type: none"> Different types of future transportation infrastructure requirements may lead to a shift in demands for transportation related project funding resulting in a reduction in submissions for traditional transportation projects towards requests for funding of projects not conceived in current programs. Current investments in infrastructure might not reflect future transportation needs (e.g.: electric cars, autonomous vehicles, high speed trains, etc.) Pace of change, and inherent uncertainty, may have adverse implications to infrastructure. Opportunities: <ul style="list-style-type: none"> Due to advancements in transportation industries (autonomous vehicles, Global Positioning System (GPS) markers in roadways), life cycle for transportation infrastructure may increase resulting in reduced demand for related infrastructure funds. Smart Cities Challenge may provide opportunities to address trends in transportation technologies and infrastructure. 	<ul style="list-style-type: none"> Policy implication: Study direct implications of technology advancements and impact on public infrastructure and potential role of INFC's program funds. Need to consider funding projects that take advantage of new technologies.
The maturing IT solutions market and 'Software as a Service' market.	Threats: <ul style="list-style-type: none"> Difficulty in balancing the introduction of new solution tools against existing support requirements, information management, security and risk constraints. 	<ul style="list-style-type: none"> Departmental Risk Implication:

External Environment		
Drivers	Threats and Opportunities	Implications
	<ul style="list-style-type: none"> Challenges in implementing new INFC reporting tools (compatibility with provincial/territorial/municipal systems). <p>Opportunities:</p> <ul style="list-style-type: none"> Provision of more cost-efficient and effective options to fulfill departmental information technology and management needs. Build employee competencies to work in digital age. 	
Whole-of-government initiatives designed to modernize government administration to improve services and achieve efficiencies e.g., Public Service Renewal Beyond 2020, new Digital Policy, Policy Reset and IMIT, HR, and Finance project-related priorities.	<p>Threats:</p> <ul style="list-style-type: none"> Large system integration projects affecting INFC resources may impact the Department's ability to react quickly and nimbly to other internal business pressures/new requirements. <p>Opportunities:</p> <ul style="list-style-type: none"> The opportunity to use standardized products which have already been procured, or implemented, could enhance IMITs ability to deliver solutions to the Department. Reinforces need to continue to pursue operational efficiencies in the delivery of the Department's mandate. Reinforces need to pursue the flexibilities afforded by the policy suite reset. 	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> Challenges in balancing delivery of government-wide initiatives with the need to continue to deliver key departmental priorities. Workload issues; i.e. no capacity to support these initiatives without compromising core business work. Employees impacted by financial hardship and stress due to Phoenix related pay issues. Government-wide data integrity issues and inability to report accurately on workforce demographics due to Phoenix errors/backlog. Recruitment challenges due to Phoenix – fewer potential candidates wanting to join the public service or move from other departments due to concerns re: potential pay issues.
Critical Information Infrastructure Breakdown,	<p>Threats:</p>	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> Disruptions to INFC systems could lead to




External Environment		
Drivers	Threats and Opportunities	Implications
Cyber-attacks and Data Fraud or Theft	<ul style="list-style-type: none"> Critical infrastructure could be compromised leading to disruption in the management of INFC programs. Cyber dependency can increase vulnerability to outage of critical information infrastructure and networks. Wrongful exploitation of private and official data (electronic or paper). <p>Opportunities:</p> <ul style="list-style-type: none"> Development of innovative solutions to critical infrastructure as part of INFC funded projects that could be transferred to other orders of government. Foster an environment of 'open by default' with focused enhanced restrictions on sensitive data 	<p>failure to achieve government funding objectives or inability to report on results and outcomes.</p> <p>Cyber-attacks and data fraud or theft could lead to reduced public confidence</p> <ul style="list-style-type: none"> <u>Policy Implication:</u> Potential to fund projects focused on protecting hard infrastructure from cyber-attacks.
Theme: Economic		
Global economic uncertainty including global trade protectionism, NAFTA renegotiations, and volatility of oil prices could ultimately lower public sector revenues, affect business and consumer confidence resulting in negative consequences for the economy, perpetuating a situation of weak (even stagnating) economic growth.	<p>Threats:</p>  <ul style="list-style-type: none"> An increase in the price of steel and other products could impact project costs and timelines. <p>Opportunities:</p> <ul style="list-style-type: none"> Lower input costs may increase funding opportunities. 	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> Any impact on P/T/M's revenue collection may lead to a decrease in or lack of available funds to participate in federal programs. <u>Policy Implication:</u> To offset potential shortfalls from P/T/M funding capacity, INFC could consider increasing the federal funding portion for infrastructure projects under the new programs.
The fluctuating exchange rate, increasing interest	<p>Threats:</p>	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u>

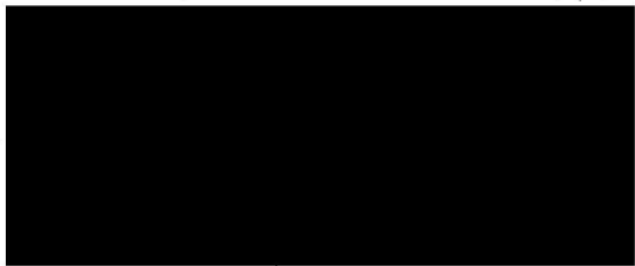



External Environment		
Drivers	Threats and Opportunities	Implications
<p>rates and the U.S. \$1 trillion infrastructure plan may contribute to drive up costs for materials and services thereby increasing the total costs of infrastructure projects in Canada.</p>	<ul style="list-style-type: none"> Increased construction costs could lead to significant cost overruns for approved infrastructure projects. Increased cost of infrastructure projects might make it more difficult for P/T/M and other stakeholders to participate in new infrastructure projects thus reducing the number of projects submitted for federal funding. Higher costs could mean that planned federal investments in infrastructure wouldn't be able to buy as much new infrastructure as expected, and potentially dampen any economic spin offs. Increasing total costs of infrastructure projects as a result of supply and demand pressures whereby companies can increase the cost of their services if the market is flooded with infrastructure-related contracts and materials suppliers could also boost rates as demand for their products increases. Increased infrastructure Investment across North America may lead to reduced competition. <p>Opportunities:</p> <ul style="list-style-type: none"> Significant pressure for infrastructure investments to support resources development, thus resulting in uptake in program funding requests. Favourable exchange rate could reduce GHIB project costs. 	<p>Increased costs per project could reduce the number of projects approved for funding and the overall impact of federal funding on national outcomes of infrastructure programming.</p> <p>Increased construction costs due to fluctuating exchange rate could lead to significant cost overruns for the GHIB project.</p> <ul style="list-style-type: none"> <u>Policy implication:</u> To offset potential shortfalls from P/T/M funding capacity, INFC could consider increasing the federal funding portion for infrastructure projects under the new programs.
Theme: Environmental		
<p>Renewed government focus on the environment and climate change agreements: The Government of Canada's commitment to climate agreements, such as the Paris Accord governing greenhouse gas (GHG)</p>	<p>Threats:</p> <ul style="list-style-type: none"> These commitments may result in new expectations and requirements that INFC be able to report on its programs' contributions towards the reduction of GHG emissions. 	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> 

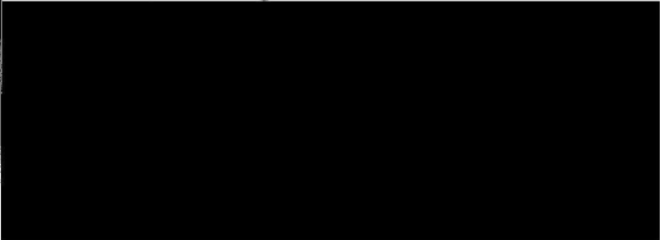
External Environment		
Drivers	Threats and Opportunities	Implications
reduction measures, and related new infrastructure funding for environmental projects that would help reduce GHG emissions will require new reporting efforts and initiatives.	Opportunities: <ul style="list-style-type: none"> INFC can show leadership through innovative performance measurement approaches, and collaborative work with partners and stakeholders that could contribute to improve nationwide performance reporting practices related to infrastructure environmental outcomes, and improve INFC's overall performance story. Development of comprehensive and integrated waste (construction and demolition) management mechanisms, technologies and policies. Find innovative ways to minimise the disposal of construction waste by implementing sustainable and comprehensive strategy throughout the lifecycle of construction projects. Prioritize projects that promote the use of public transportation (e.g., Réseau express métropolitain in Montréal). Promote R&D to find alternatives. 	
Increased occurrence of natural disasters and extreme weather events and temperatures and failure of climate change mitigation and adaptation could have significant impact on the economy and infrastructure priorities.	Threats: <ul style="list-style-type: none"> Increased complexity – and potentially costs – of infrastructure projects to counteract extreme weather events. Increased costs of adapting to climate change on a consistent basis for different climate scenarios. Unless explicitly addressed, new infrastructure might be built without fully considering climate impacts (through adhering to outdated codes and standards) Extreme weather events cause infrastructure to deteriorate more quickly, increasing planning (asset management) and operational imperatives. A natural disaster, e.g., widespread forest fires or rising waters beyond expected limits, may redirect funding away from infrastructure programs towards recovery measures. Inability for employees to access workplace resources if office building is unavailable 	<ul style="list-style-type: none"> Departmental Risk Implication: Potential impact to federal bridges; e.g., bridge structure, leading to delays or additional costs on bridge projects.  <ul style="list-style-type: none"> Policy implication: Robust uptake of new funding to address climate risk key to strengthening national outcomes.


External Environment		
Drivers	Threats and Opportunities	Implications
	<p>Opportunities:</p> <ul style="list-style-type: none"> INFC can show leadership through innovative policies and collaborative work with partners and stakeholders that would contribute to improve infrastructure planning and asset management practices nationwide, and make infrastructure more resilient to climate change impacts. Some climate impacts (e.g. flooding) might be cost-effectively addressed through use of natural infrastructure solutions (e.g. constructed/enhanced wetlands) but new knowledge, innovation and deployment are needed. The Disaster Mitigation and Adaptation Fund (DMAF) may be an opportunity or help to address this driver. Leverage mobile solutions allowing employees to be productive regardless of physical location. 	
Theme: Political		
Challenge to agreeing on F/P/T/M priorities, reporting, targets and flexibility on Integrated Bilateral Agreements.	<p>Threats:</p> <ul style="list-style-type: none"> The Government of Canada's objective of injecting infrastructure funds to encourage economic growth may not be fully achieved. Relationships with the delivery partners and ultimate recipients may suffer. The diversity of proponents creates a challenge in aligning infrastructure objectives and priorities. Communities/municipalities expressing need for further predictability and/or longer-term funding programs. 	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> [REDACTED] <u>Policy implication:</u> Need to find common grounds between federal objectives/priorities and those of its stakeholders.
[REDACTED] collect, measure and report on program results.	<p>Threats:</p> <p>[REDACTED]</p>	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> Failure to collect relevant and adequate information to meet reporting obligations.

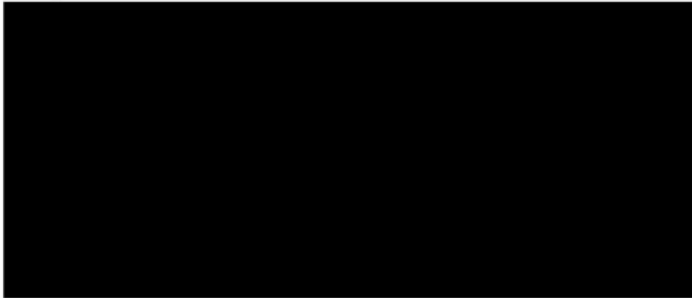



External Environment		
Drivers	Threats and Opportunities	Implications
	<p>Opportunities:</p> <ul style="list-style-type: none"> Development of new approaches to collect adequate and relevant program information. 	
Inadequate stakeholder engagement and collaboration with OGDs could impact the development and delivery of future INFC programs and the design and implementation of appropriate program terms and conditions.	<p>Threats:</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> New programs' funding models – involving horizontal federal collaboration and shared accountabilities – might prove to be too complex and challenging to manage with existing resources, thus requiring significant new in-house skills and expertise, as well as operating resources. Delays in the signing of integrated bilateral agreements. <p>Opportunities:</p> <ul style="list-style-type: none"> Working more closely with OGDs might enable INFC to strengthen its overall relationships and strategically position the Department within the government. Increased cooperation between the Department and P/T could strengthen its position as a model for building productive F/P/T relationships. Strong engagement in Smart Cities Challenge. 	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> <p>[REDACTED]</p>
Threat of terrorism: A terrorist act could have significant impact on the economic and infrastructure priorities.	<p>Threats:</p> <ul style="list-style-type: none"> Delay or disrupt progress on bridges initiatives. More demand for critical infrastructure protection and secure infrastructure. May redirect funding towards defending against terrorist threats. 	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> Potential impact to federal bridges leading to delays on bridge projects. <u>Policy implication:</u>


External Environment		
Drivers	Threats and Opportunities	Implications
	<ul style="list-style-type: none"> The complexity and demands of infrastructure projects will increase, increasing costs for the Government of Canada and P/T/M. <p>Opportunities:</p> <ul style="list-style-type: none"> INFC can show leadership through innovative policies and collaborative work with partners and stakeholders to help promote infrastructure security nationwide. 	Explore new funding program opportunities that focus on physical security measures protecting infrastructure against potential acts of terrorism.
Completion of new Champlain Bridge and integrity of existing Champlain Bridge.	<p>Threats:</p>  <ul style="list-style-type: none"> Integrity of existing Champlain Bridge, until its deconstruction, may be compromised. Necessary funding for work may not be allocated in timely fashion. Delays in delivery of materiel, labour issues or unexpected event may compromise completion date for new bridge. <p>Opportunities:</p> <ul style="list-style-type: none"> Consideration of Office of the Auditor General recommendations that may lead to opportunities to improve contracts with proponents. 	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> Significant safety and economic repercussions. <p>Significant increase in cost in order to accelerate or extend construction of new bridge or effect repairs to existing bridge.</p>
Dependency on international cooperation in the delivery/project management of the Gordie Howe International Bridge Project.	<p>Threats:</p> 	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> 

<p>Complexity and capacity in dealing with Crown Corporations</p>	<p>Threats:</p>  <p>Opportunities:</p> <ul style="list-style-type: none"> • Leverage media, public interest and US engagement in the GHIB to demonstrate government's commitment and ability to build world-class infrastructure while demonstrating responsibility to taxpayers. 	<ul style="list-style-type: none"> • <u>Departmental Risk Implication:</u> 
<p>INFC's oversight role of the Canada Infrastructure Bank.</p>	<p>Threats:</p>  <p>Opportunities:</p> <ul style="list-style-type: none"> • Leverage media and public interest in the CIB to: reinforce government's commitment to improving infrastructure delivery through innovative funding mechanisms; emphasize the CIB's arm's length operations and commitment to transparency (e.g., annual tabling of various reports in Parliament); manage public perception around revenue-generating infrastructure projects and explain INFC's role in supporting the Bank in its mandate to invest in transformative infrastructure in Canada. 	<ul style="list-style-type: none"> • <u>Departmental Risk Implication:</u> 
<p>Openness and transparency agenda: The government has</p>	<p>Threats:</p>	<ul style="list-style-type: none"> • <u>Departmental Risk Implication:</u> Challenge in ensuring that systems and resources are in



<p>committed to numerous transparency initiatives, notably to amend the Access to Information Act so that a significant portion of government data and information is made open by default in digital formats.</p>	<ul style="list-style-type: none"> Insufficient resources to manage potential demand from an increase in IMIT, Access to Information and Privacy (ATIP), Executive Correspondence Unit (ECU), Parliamentary Affairs and Communications services, including translation.  <p>Opportunities:</p> <ul style="list-style-type: none"> Develop guidelines and adopt internal procedures for proactive disclosure which would reduce the time required for document search and approval. The implementation of GCDOCS and a department-wide common IM plan would support the access to frequently requested material. 	<p>place to be compliant with transparency agenda.</p> <p>Timely development of new processes and availability of required resources.</p> <p>Having in place sufficient surveillance and review of any publicly released information.</p>
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Internal Environment		
Drivers	Weaknesses and Strengths	Implications
Theme: Financial Resources		
<p>Uncertainty regarding long-term operating funding to deliver the Investing in Canada Infrastructure Plan.</p>	<p>Weaknesses:</p> <ul style="list-style-type: none"> In the absence of an ongoing A-Base, INFC may not be able to ensure that departmental plans are in line with the amount of resources that will be available to deliver on its mandate. Could hinder efficient and effective delivery of infrastructure programs and lead to the inability to effectively monitor new and existing programs and projects and delay the realization of outcomes. 	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> 

Internal Environment		
Drivers	Weaknesses and Strengths	Implications
Theme: Workforce / Human Resources		
Inadequate capacity including continued high employee turnover and associated loss of corporate knowledge and essential skill sets.	<p>Weaknesses:</p> <ul style="list-style-type: none"> Result in inadequate capacity and loss of essential skill sets to deliver programs. Hinder efficient and effective delivery of infrastructure programs and federal bridge projects as well as implementation of government-wide change agenda. Continuity of business support and retention of corporate knowledge may be compromised or at risk. Critical responsibilities could be jeopardized due to limited resources or no backfill; e.g., a halt or delay in operations/files when employees are on extended leave or leave the department. <p>Strengths:</p> <ul style="list-style-type: none"> Strategic and Operational HR plans are currently being put into place. In the past, INFC has successfully applied HR strategies such as cross training employees or developing assignment opportunities to enhance retention and cover off for employee absences. 	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> 
Departmental structure and classification groups and levels	<p>Weaknesses:</p>  <ul style="list-style-type: none"> Delegation of authorities (HR, Finance) are at high levels (Director, DG, ADM) as is decision making in most instances. 	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> 
Government of Canada shift to "Digital by	<p>Weaknesses:</p>	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> <p>Inability to adequately report on results or reporting using</p>

Internal Environment		
Drivers	Weaknesses and Strengths	Implications
Default", an increased commitment to openness and transparency and the new Government's high profile commitments in the infrastructure file.	<ul style="list-style-type: none"> Pressure on the business and IMIT groups to develop and implement processes to support availability of quality and timely data. Need to find more efficient ways to store, manage and share information. Capacity and resources to put in place systems to meet new commitments. Current dependency on paper-based records puts the organization at risk if records are lost or damaged. <p>Strengths:</p> <ul style="list-style-type: none"> Ability to use data already available through various open data portals (across all jurisdictions and countries) to assist with INFC's policy development, engagement and reporting. Implementation of GCdocs. 	<p>inaccurate data.</p> <p>Meeting new requirements as per Bill C-58.</p>
Theme: Technology		
Challenges around back office transformation, i.e. the move to central systems such as changes to MyGCHR, Phoenix and move to standard financial system (SAP) as part of the Financial Management Transformation (FMT).	<p>Weaknesses:</p> <ul style="list-style-type: none"> Difficulty in addressing system-wide inefficiencies and service interruptions for staff and clients; e.g., Phoenix. Efficiencies promised with back office transformations are not typically realized at the promised level. Being tasked to drive the local implementation of federal priorities without additional funding, or resources or reprioritizing of program delivery priorities. 	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> Employee discontent with previous transformation efforts could result in resistance to future changes.

Internal Environment		
Drivers	Weaknesses and Strengths	Implications
	Strengths: <ul style="list-style-type: none"> • Opportunities to streamline processes. • Increase effectiveness and efficiencies. 	
Continued pressure to deliver simple effective IMIT solutions quickly including tools to simplify collaboration and manage the relationship between INFC and its partners.	Weaknesses: <ul style="list-style-type: none"> • [REDACTED] requires IMIT to look at non-traditional solutions that may require INFC to rethink the risk posture on information management and systems; e.g., approaches to capture relevant and adequate data for horizontal reporting including collaboration with other federal departments. Strengths: <ul style="list-style-type: none"> • In the past, IMIT has been able to leverage external partners with a particular expertise to facilitate a particular business need instead of building internal capacity (human resources & technical hosting). 	<ul style="list-style-type: none"> • <u>Departmental Risk Implication:</u> [REDACTED]
Theme: Organizational Culture / Workplace		
Uneven cross-branch collaboration.	Weaknesses: <ul style="list-style-type: none"> • Decisions impacting the operations of INFC may not be briefed through governance structure and out across the Department. • New governance structure and individual governance committees' roles are still unclear. • No longer any Director level committees • IMC & PPC Committees individually do not represent entire department; a presentation at one does not imply that message has been received across the department. [REDACTED]	<ul style="list-style-type: none"> • <u>Departmental Risk Implication:</u> A governance structure that does not respond to recent changes at INFC. Potential increase in turnover as employees seek opportunities for development elsewhere.

Internal Environment		
Drivers	Weaknesses and Strengths	Implications
	Strengths: <ul style="list-style-type: none"> DM introduction of a new governance structure; i.e. DMC, IMC and PPC. Monthly Forums, Inter-Branch committees and working groups are increasing collaboration, consultation and early integration of views in organizational, planning and management initiatives. Governance reviews are conducted on an annual basis by Corporate Secretariat. 	
Employee satisfaction and work-life balance.	Weaknesses: <ul style="list-style-type: none"> PSES workplace wellness indicator results low. Strengths: <ul style="list-style-type: none"> These issues are directly addressed in the INFC Strategic HR Management Plan 2018-2020. INFC does not tolerate harassment and is relatively open to flexible working hours/arrangements. 	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> Increased turnover and dissatisfied workforce. 
Theme: Business Process & Internal, Horizontal Collaboration		
Continuous demand for changes in business processes.	Weaknesses: <ul style="list-style-type: none"> The adoption of standard business processes is limited due to the high turnover rate across the organization.  Strengths: <ul style="list-style-type: none"> Experience in applying business process management approaches such as LEAN. 	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> Ineffective business processes.

Internal Environment		
Drivers	Weaknesses and Strengths	Implications
Adequacy of internal controls.	<p>Weaknesses:</p> <ul style="list-style-type: none"> Excess controls may limit ability to effectively manage. <p>[REDACTED]</p> <p>Strengths:</p> <ul style="list-style-type: none"> Annual assessment of fraud risks and related entity-level internal controls. Ongoing monitoring of ICFR (internal controls over financial reporting). 	<ul style="list-style-type: none"> <u>Departmental Risk Implication:</u> Shifting to new ways of delivering programs may impact the effectiveness and adequacy of core internal controls.

ANNEX C – CROSSWALK FROM 2017 to 2019-21 CORPORATE RISKS

This table provides a rationale for the differences between the 2017 and 2019-21 list of risks.

Risk Category	2017 CRP	2019-21 CRP	Rationale
Business Processes	Diminished ability to provide timely internal services solutions could impede the overall effectiveness of the Department in achieving its program and operations objectives.	Removed.	Risk exposure has declined significantly as a result of the implementation of risk responses and will not require further management attention. It should be noted that any ongoing or latent risk will be managed in the new governance and management risk related to INFC's operating model.
Program Design and Delivery	Inability to report meaningful investment results/outcomes could lead to a failure in meeting new reporting requirements and expectations, telling Canadians a compelling performance story as well as properly evaluating programs.	As INFC shifts from traditional output-based programs to outcome-oriented programs, a lack of outcome-oriented data could impact INFC's ability to understand and report on the difference investments are making and to address Canada's evolving infrastructure needs.	Risk responses continue to reduce the overall risk exposure to meeting new reporting requirements. From several aspects, this risk has been effectively managed. However, one particular aspect of this risk requires greater attention - the need for greater understanding and reporting from an outcome-oriented perspective.
Major Capital Project Management	Delays in bringing new federal bridges into service or failure to maintain the integrity of the existing Champlain Bridge could limit the movement of goods and people and ultimately have a detrimental impact on the economy.	INFC's ability to transition in its role from management of construction to long-term operation of a major transportation corridor could affect INFC's effective stewardship over federal assets. INFC's ability to support WDBA's transition from the procurement to construction phases of the Gordie Howe International Bridge project could lead to financial and reputational costs for the Government of Canada as sole funder of the project.	The risk related to the construction phase of this bridge has been well managed over the years and the risk now shifts to the long-term management of the new Samuel De Champlain Bridge. As the nature of the bridges risk differs between the Champlain and GHIB, the focus of this risk is on the effective collaboration with WDBA which presents a new entity for a major international asset.
Program Design and Delivery	Inability to effectively implement Infrastructure Canada programs under the <i>Investing in Canada Plan</i> could lead to the Department being unable to achieve intended outcomes.	Removed.	Overall, this risk has been effectively managed. However, concerns over the funding flows/planned spending are being addressed not from a risk perspective but as an existing issue.

Risk Category	2017 CRP	2019-21 CRP	Rationale
Governance and Management		The current operating model may no longer serve the new and evolving needs of the organization and could impact INFC's ability to leverage its functional areas in stewardship.	This new risk focuses on INFC's need to adapt a new operating model to align with its evolving mandate.

ANNEX D –RISK DRIVERS AND CONSEQUENCES

RISK 1 – OPERATING MODEL THAT SERVES THE NEEDS OF THE ORGANIZATION

Risk Drivers:

- Functioning as a collection of time-limited funding programs, with the exception of the Gas Tax Fund, running in parallel.

Potential Consequences:

- The existing governance model may put at risk INFC's ability to mature as a standalone organization and effectively leverage its functional areas in pursuit of strategic objectives.
- [REDACTED]
- Inefficient operations driven by high turnover and continual loss of corporate memory.
- Failure to explore and design new funding program opportunities that could support federal initiatives.
- Failure to study direct implications of technology advancements and impact on public infrastructure and potential role of INFC's program funds.
- [REDACTED]

RISK 2 – UNDERSTANDING AND REPORTING ON DIFFERENCE INVESTMENTS MAKE

Risk Drivers:

- Government's continued commitments and strong emphasis towards timely communication of program results to Canadians.
- Increased departmental role related to additional horizontal performance and reporting responsibilities across different federal departments.
- Need for significant collaboration and coordination across various federal departments, as well as strong engagement with provincial, territorial and municipal partners and stakeholders.
- [REDACTED]
- Renewed government focus on the environment and climate change agreements.
- Government of Canada shift to "Digital by Default".
- Continued high employee turnover and associated loss of corporate knowledge and essential skill sets.
- Increased commitments to open data and transparency requirements under the amended Access to Information Act.
- Government of Canada's shift to a 'cloud-first' operating principle.

Potential Consequences:

- [REDACTED]
- Climate change commitments may result in new expectations and requirements that INFC be able to report on its programs' contributions towards the reduction of GHG emissions.
- Inability to collect relevant and adequate information could result in failure to meet reporting obligations.
- Increased IMIT challenge to develop and implement processes that ensure availability of quality and timely data.
- Impede the development of more efficient ways to store, manage and share information.
- Disconnect between the type and quality of data that can be collected and expectations of how such data can help tell Canadians a compelling and meaningful performance story.

- [REDACTED]
- As more and more systems are migrated to cloud there is an increased need for a complete data architecture to ensure we have an ability to connect the information for reporting purposes.

RISK 3 – TRANSITION FROM CONSTRUCTION TO LONG-TERM OPERATION OF THE SDCB

Risk Drivers:

- Partial or phasing-in of operational infrastructure.
- Shifting role from management of construction to long term operation of a major transportation corridor.
- Challenges with retaining key project team resources during the transition from construction to operations.
- Learning curve for public and private sector related to use of PPP model for operation of major transportation corridor.
- [REDACTED]
- [REDACTED]
- Increase in costs for materials and services.

Potential Consequences:

- Increase in total costs for the operation and management of the project; cost overruns are above the pre-established project budget.
 - Necessary funding for work is not allocated in a timely fashion.
 - INFC's required oversight work during the transition and operation phases is hindered.
 - Project management and operations objectives – including level of service requirements – are not met as per the Project Agreement.
 - Negative impacts on flow of traffic in the corridor.
 - The benefits of the project are not fully realized.
- [REDACTED]

RISK 4 – WDBA'S TRANSITION FROM THE PROCUREMENT TO CONSTRUCTION PHASES OF THE GHIB

Risk Drivers:

- [REDACTED]
- [REDACTED]

- [REDACTED]
- Fluctuating exchange rate, increasing interest rates, the U.S. \$1 trillion infrastructure plan.
- Increased occurrence of natural disasters or extreme weather events due to climate change.

Potential Consequences:

- Significant economic repercussions stemming from delays, legal challenges, and contract disputes.

- [REDACTED]
- Necessary funding for work may not be allocated in timely fashion.
- Bridge's project management and operations objectives may not be met.

ANNEX E – RATING SCALE PROVIDED AS GUIDE FOR RISK ASSESSMENT

This rating scale was provided as a guide in the assessment of the likelihood and impact of each risk.

Rating	Likelihood (What is the chance of this risk occurring?)	Impact (How bad can it get . . . if risk occurs?)
1	Very Low (VL) Not likely to ever occur.	Very Minor (VM) <ul style="list-style-type: none"> 95% to 100% of funds will be allocated and claims processed within established timeframes There will be full compliance with legislative or policy requirements There will be no human resources capacity or capability issues to handle increased workload and complexity of program offerings All projects are expected to be completed and stated objectives realized Information management systems will be fully adequate to deal with current and future requirements Some departmental initiatives reported in the RPP will not be negatively affected No damage to government and/or Department's reputation No loss of client, public or stakeholder trust
2	Low (L) Almost never observed for similar programs or activities. May occur only in exceptional circumstances.	Minor (M) <ul style="list-style-type: none"> 85% to 94% of funds will be allocated within established timeframes Normal delays in processing claims are not expected to jeopardize completion of projects Non-compliance to legislative or policy requirements are not likely to occur or will have little or no repercussions to the department Short-term human resources capacity or capability issues may have only minor impact on handling increased workload and complexity of program offerings

Rating	Likelihood (What is the chance of this risk occurring?)	Impact (How bad can it get . . . if risk occurs?)
		<ul style="list-style-type: none"> ▪ A small number of projects may not achieve all stated objectives or be completed on time ▪ Information management systems will be adequate to deal with current and future requirements ▪ Some departmental initiatives reported in the RPP may face some delays ▪ Minor damage to government and/or Department's reputation ▪ Minor loss of client, public or stakeholder trust
3	<p>Medium-Low (ML)</p> <p>Not likely to occur but has occurred for a similar program or in similar circumstances.</p>	<p>Moderate-Minor (MM)</p> <ul style="list-style-type: none"> ▪ 80% to 84% of funds are allocated within established timeframes ▪ Minor delays in allocating funds are not expected to jeopardize completion of projects ▪ Non-compliance to legislative or policy requirements may occur and may have some minor repercussions to the department ▪ There is short term insufficient human resources capacity or capability to handle increased workload and complexity of program offerings ▪ Some projects may not achieve stated objectives ▪ Information management systems may not be adequate to deal with current and future requirements ▪ Some departmental initiatives reported in the RPP will face some minor delays ▪ Some damage to government and/or Department's reputation ▪ Some loss of client, public or stakeholder trust
4	<p>Medium-High (MH)</p> <p>May occur or has occurred for a similar program or in similar circumstances.</p>	<p>Moderate- Severe (MS)</p> <ul style="list-style-type: none"> ▪ 75% to 79% of funds are allocated within established timeframes ▪ Some delays in allocating funds may jeopardize completion of some projects

Rating	Likelihood (What is the chance of this risk occurring?)	Impact (How bad can it get . . . if risk occurs?)
		<ul style="list-style-type: none"> ▪ Non-compliance to legislative or policy requirements may occur and have minor repercussions to the department ▪ There is short to medium term insufficient human resources capacity or capability to handle increased workload and complexity of program offerings ▪ Several projects may not achieve stated objectives ▪ Information management systems will not be adequate to deal with current and future requirements ▪ Some departmental initiatives reported in the RPP will face minor delays ▪ Moderate damage to government and/or Department's reputation ▪ Moderate loss of client, public or stakeholder trust
5	<p>High (H)</p> <p>May occur or has occurred in some other programs or has occurred to others in similar circumstances.</p>	<p>Severe (S)</p> <ul style="list-style-type: none"> ▪ 66% to 74% of funds are allocated and claims processed within established timeframes ▪ Non-compliance to legislative or policy requirements are likely to occur and may have potentially serious repercussions to the department ▪ There is medium-term insufficient capacity and/or capability to handle all of the increased workload and/or complexity of program offerings ▪ Many projects will not achieve stated objectives or be completed by deadline ▪ Information management systems are inadequate and cannot meet most current and future requirements ▪ Most of the other RPP departmental initiatives will face delays in implementation or in moving forward ▪ Major damage to Department's reputation and some damage to government's reputation ▪ Loss of client, public or stakeholder trust

Rating	Likelihood (What is the chance of this risk occurring?)	Impact (How bad can it get . . . if risk occurs?)
6	<p>Very High (VH)</p> <p>Almost certain to occur or has occurred here more than once in other programs or occurs regularly to others in similar circumstances.</p>	<p>Very Severe (VS)</p> <ul style="list-style-type: none"> ▪ 65% or less of funds are allocated and claims processed within established timeframes ▪ Non-compliance to legislative or policy requirements will occur with serious repercussions to the department ▪ There is significant long-term insufficient capacity and capability to handle increased workload and complexity of program offerings ▪ A significant number of projects will not achieve stated objectives or will not be completed by end of program deadline ▪ Information management systems are obsolete and cannot meet current and future requirements ▪ All other RPP departmental initiatives will be severely impacted ▪ Major damage to government's reputation ▪ Major loss of client, public or stakeholder trust

ANNEX F – ABBREVIATIONS

ADM	Assistant Deputy Minister
CAE	Chief Audit and Evaluation
CCPI	Canada's Core Public Infrastructure
CDPQ Infra	Caisse de dépôt et placement du Québec Infra
CESD	Commissioner of the Environment and Sustainable Development
CIB	Canada Infrastructure Bank
CRO	Chief Risk Officer
CRP	Corporate Risk Profile
CSB	Corporate Services Branch
CUTA	Canadian Urban Transit Association
DAC	Departmental Audit Committee
DG	Director General
DG-MB	Director General, Major Bridges
DM	Deputy Minister
DMAF	Disaster Mitigation and Adaptation Fund
DMC	Departmental Management Committee
DRF	Departmental Results Framework
DRR	Departmental Results Report
E-Scan	Environmental Scan
FCM	Federation of Canadian Municipalities
FPT	Federal, Provincial and Territorial
GHG	Greenhouse Gas
GHIB	Gordie Howe International Bridge
GoC	Government of Canada
HR	Human Resources
IAEP	Integrated Audit and Evaluation Plan
IBA	Integrated Bilateral Agreement
ICIP	Investing in Canada Infrastructure Program
IICP	Investing In Canada Plan
IMC	Investment and Management Committee
IMIT	Information Management and Information Technology
INFC	Infrastructure Canada
INFEA	Infrastructure Economic Account
JCCBI	Jacques Cartier and Champlain Bridges Incorporated
LTRS	Long-term Resource Strategy
MAF	Management Accountability Framework
NBSL	New Bridge for the St. Lawrence
NCBC	New Champlain Bridge Corridor
OAG	Office of the Auditor General
OGD	Other Government Department
OMR	Operation, Maintenance and Rehabilitation
OPI	Office of Primary Interest
PCO	Privy Council Office
PIP	Performance Information Profile
PMS	Performance Measurement Strategy
POB	Program Operations Branch

PPC	Policy and Program Committee
PPP (P3)	Public Private Partnership
PSPC	Public Services and Procurement Canada
R&D	Research and Development
REM	Réseau express métropolitain
PRB	Policy and Research Branch
PT	Provinces and Territories
SDCB	Samuel De Champlain Bridge
SSC	Shared Services Canada
STC	Statistics Canada
WDBDA	Windsor-Detroit Bridge Authority

ANNEX G – INFORMATION SOURCES

This appendix lists key documentation and consultations that have contributed to the update of the corporate risk profile.

1. Guidelines and Improvements

- a. Treasury Board of Canada Framework for the Management of Risk (2010)
- b. Treasury Board of Canada Secretariat Guide to Corporate Risk Profiles (2011)
- c. INFC Integrated Risk and Opportunity Management Policy (2018)
- d. INFC Risk and Opportunity Management Guide (2018)
- e. INFC Risk Taxonomyⁱⁱⁱ (2012)

2. Documentation

- a. INFC Corporate Risk Profile 2017
- b. INFC 2018-19 Departmental Plan
- c. Budget 2018 and Budget 2017
- d. INFC 2019-21 Environmental Scan

3. Consultations and Committees

- a. Departmental Management Committee
- b. Investment and Management Committee
- c. Each Departmental Branch

ⁱⁱⁱ INFC's Risk Taxonomy: <http://infranet.ad.infrastructure.gc.ca/cs-sm/rm-gr/docs/contributor-docs/INFCRiskTaxonomyJune2012.pdf>